

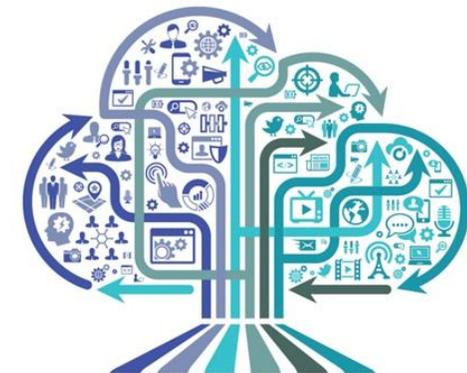
Strategic Application of WIPO's Technical Assistance to Accelerate Innovation- Driven Development

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- 1) Overview of Webinar/Theme**
- 2) WIPO Development Agenda**
- 3) Accelerated Innovation-Driven Development (Need)**
- 4) ASPAC Region Challenges**
- 5) IP Paradigms**
- 6) Innovation Driven Development (Details)**
- 7) Strategic Capacity Building**
- 8) Recommendations**



Strategy without tactics is the
slowest route to victory.
Tactics without strategy is the
noise before defeat

Sun Tzu

Theme of Webinar

Technical Assistance (TA) is about Tactics.

Therefore, to have sustainable impact ...

Technical assistance programs should be strategically delivered to and focused in member states.

WIPO Development Agenda

World Intellectual Property Organization (WIPO) Development Agenda

*To assist Member States to develop and
**improve national IP institutional
capacity through further development
of infrastructure and other facilities
with a view to ...
making national IP institutions more
efficient
and promote fair balance between intellectual property
protection and the public interest.***



WIPO Development Agenda

World Intellectual Property Organization (WIPO) Development Agenda

*Increase human and financial allocation for **technical assistance programs in WIPO for promoting a, inter alia, development-oriented IP culture**, with an emphasis on introducing intellectual property at different academic levels and on generating greater public awareness on intellectual property.*



WIPO Development Agenda

World Intellectual Property Organization (WIPO) Development Agenda

The first proposal for the establishment of a development agenda for WIPO (document WO/GA/31/11) was submitted by Argentina and Brazil at the **2004 General Assembly**, and subsequently supported by 12 other developing countries.



WIPO Development Agenda

World Intellectual Property Organization (WIPO) Development Agenda

Sixteen years have passed. Where are we now?

**For Starters: Many of the WIPO
Technical training and
educational programs are
excellent (I've worked in several
of them). For example...**



WIPO Development Agenda

WIPO Academy



The WIPO Academy is the core entity in WIPO for training and human capacity-building activities, particularly for developing countries, least-developed countries (LDCs) and countries in transition..

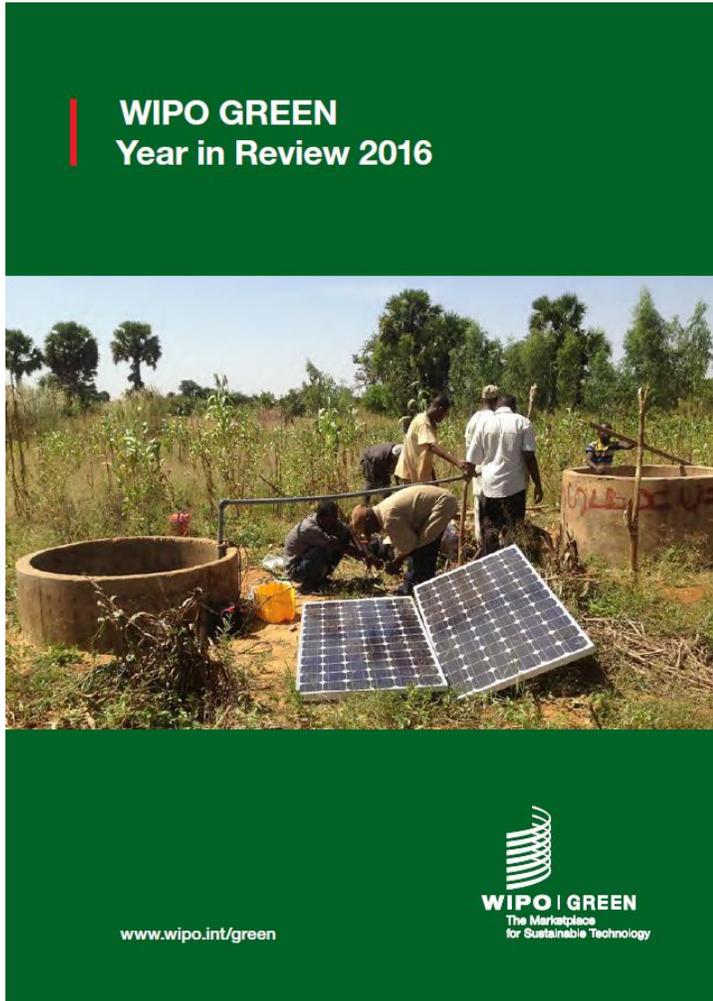


WIPO Development Agenda

The WIPO Technology and Innovation Support Center (TISC) program provides innovators in developing countries with access to locally based, high quality technology information and related services, helping them to exploit their innovative potential and to create, protect, and manage their intellectual property (IP) rights.



WIPO Development Agenda



WIPO GREEN, an interactive marketplace that connects technology and service providers with those seeking innovative solutions, was established by the World Intellectual Property Organization (WIPO) in 2013.



WIPO Development Agenda



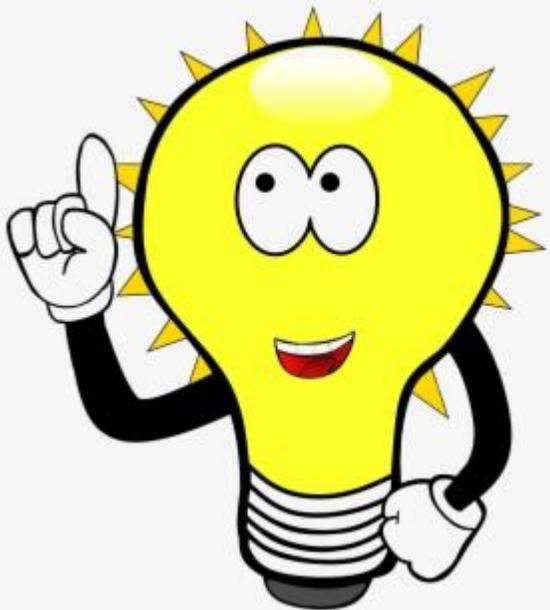
However, in order to achieve accelerated and sustainable impact, such WIPO technical training programs need to be coordinated with member country development initiatives.



Development?

WIPO Development Agenda

I propose that we
take a moment
and proffer a
definition of
“Development”!



WIPO Development Agenda

Development: real improvements in people's quality of life and well-being.

Development: social outcomes and environmental sustainability.

OECD (2018), *Perspectives on Global Development 2019: Rethinking Development Strategies*, Perspectives on Global Development, OECD Publishing, Paris.



WIPO Development Agenda

The benefits from innovation go beyond income alone: the unmeasured welfare gains from improvements in health and longevity are thought to be almost as large as those measured by GDP per capita.

Cirera, Xavier, and William F. Maloney. The innovation paradox: Developing-country capabilities and the unrealized promise of technological catch-up. The World Bank, 2017.



WORLD BANK

WIPO Development Agenda

- **More investment in technical skills through both formal education and lifelong learning.**
- **A more effective national innovation systems.**
- **Greater support for entrepreneurship and for the start-up of new technology-based companies.**

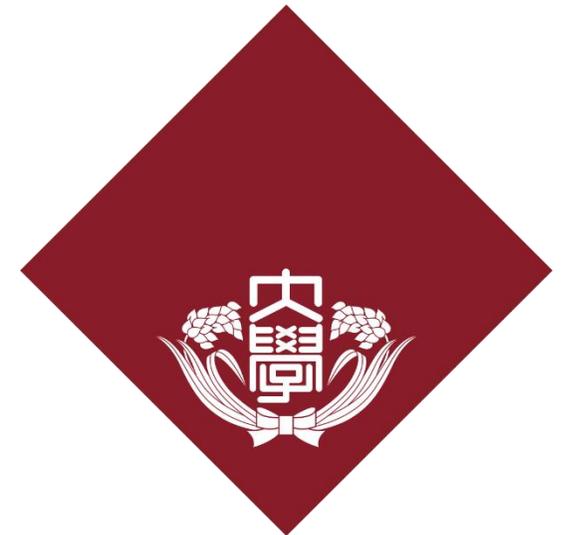
OECD (2018), *Perspectives on Global Development 2019: Rethinking Development Strategies*, Perspectives on Global Development, OECD Publishing, Paris.



WIPO Development Agenda

- **Creating an environment that stimulates research and development by public and private entities.**
- **Leveraging information and communications technology.**

Tsunekawa, Keiichi, and Yasuyuki Todo, eds. *Emerging States at Crossroads*. Springer, 2019. Waseda Univ. Japan.





WIPO Development Agenda

Proposed Development Definition:

Broad-based human, societal and environmental progress via establishment of indigenous, dynamic, sustainable, globally networked innovation ecosystems.



WIPO Development Agenda

Development is a

major undertaking.

It cannot be achieved via ad-hoc, piecemeal, willy-nilly programs. It must be strategic, focused and sustained.





WIPO Development Agenda

“[E]ach country has primary responsibility for its own economic and social development, while acknowledging that the scale and ambition of the new agenda requires a revitalized Global **Partnership** ... to **mobilize** all available resources.”

(CDIP Twenty-Third Session Geneva, May 20 to 24, 2019)

“mobilize” strategically.



WIPO Development Agenda

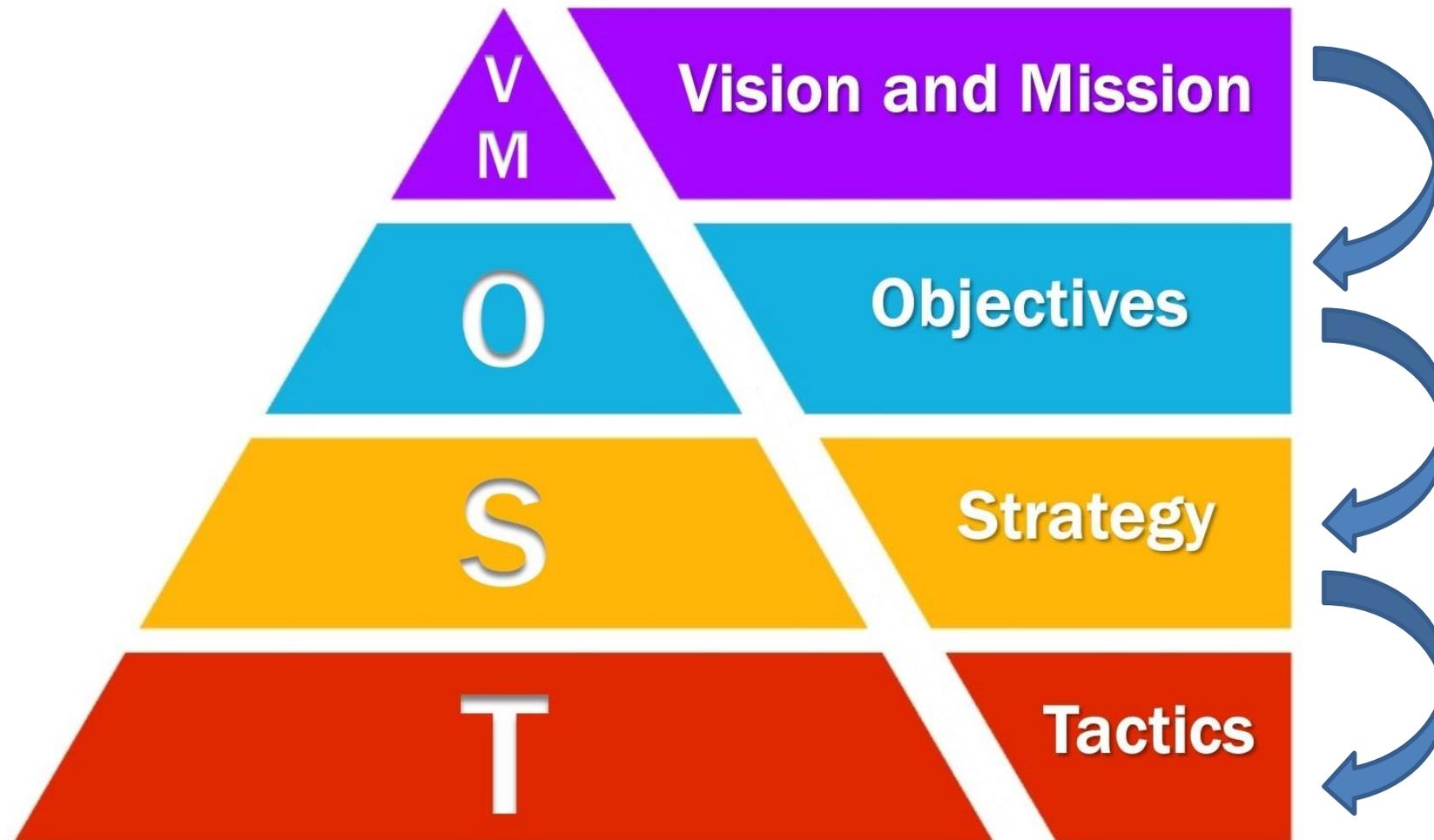
Objective ... accelerated/sustainable innovation-driven development to diversify from commodity over-dependence and/or middle-income trap persistence (MNC FDI, labor-intensive manufacturing and export-led growth).

WIPO Development Agenda Strategy and Tactics



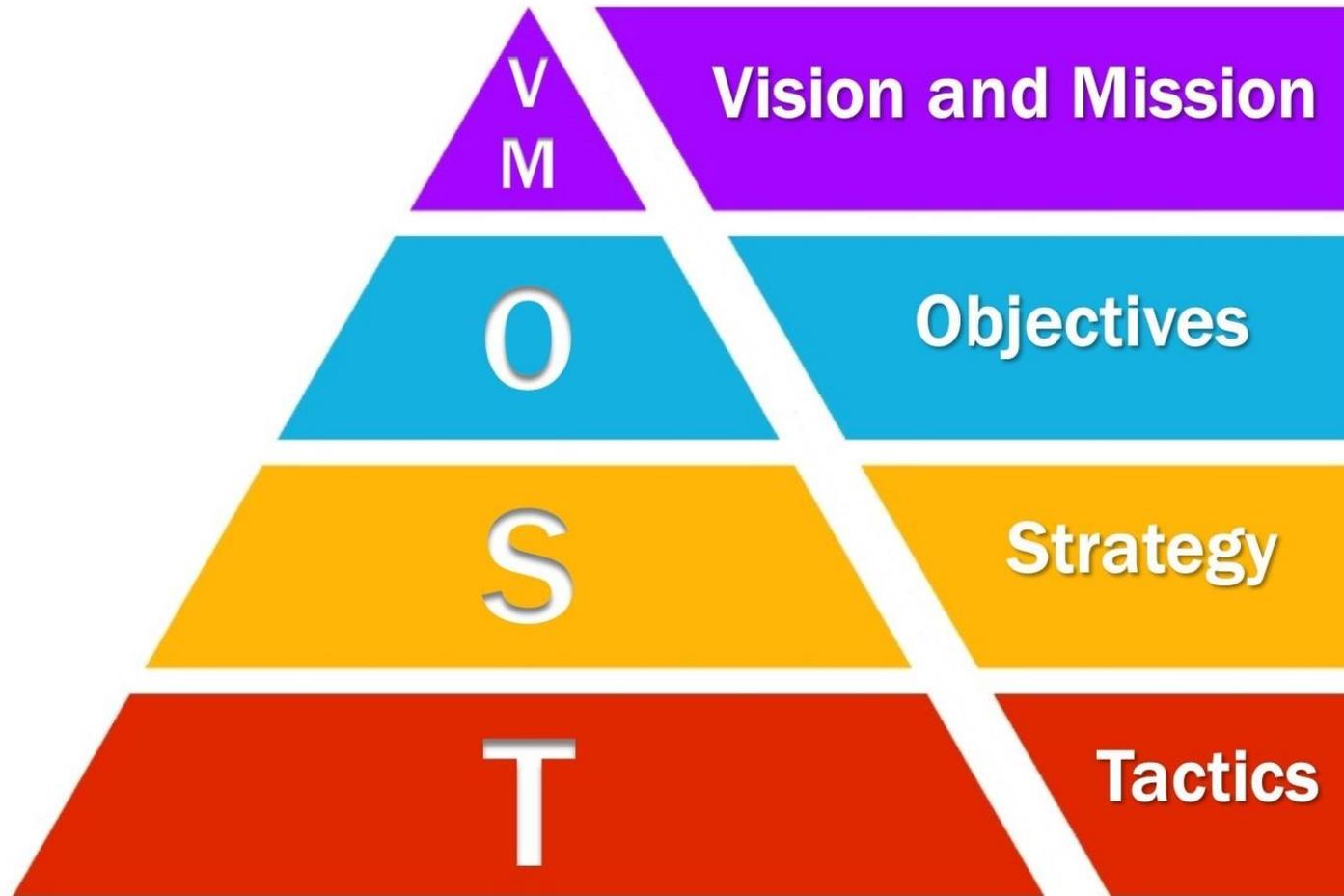
WIPO Development Agenda

Sustainable systematic execution (ideally): from Vision to Strategy to Tactics



WIPO Development Agenda

“Implementation” From Vision directly to Tactics



All too Often
☹️

A large, thick blue arrow curves from the top right of the pyramid down to the bottom right, indicating a direct path from Vision and Mission to Tactics.

WIPO Development Agenda

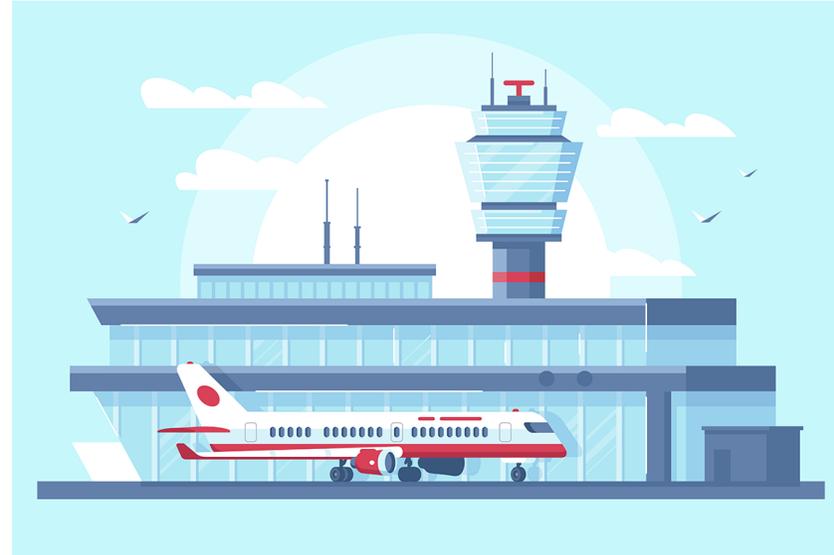
Sustainable systematic execution : from Vision to Strategy to Tactics



**Airport =
Member State
Strategic Action
Plan**

**Airplane =
Tactics**

WIPO Development Agenda



Airplane = WIPO TA

**Airport = Member
State Strategic
Innovation Platform**



**Global
Partnerships in
Development:
WIPO, Member
States and Others,
e.g., AUTM**



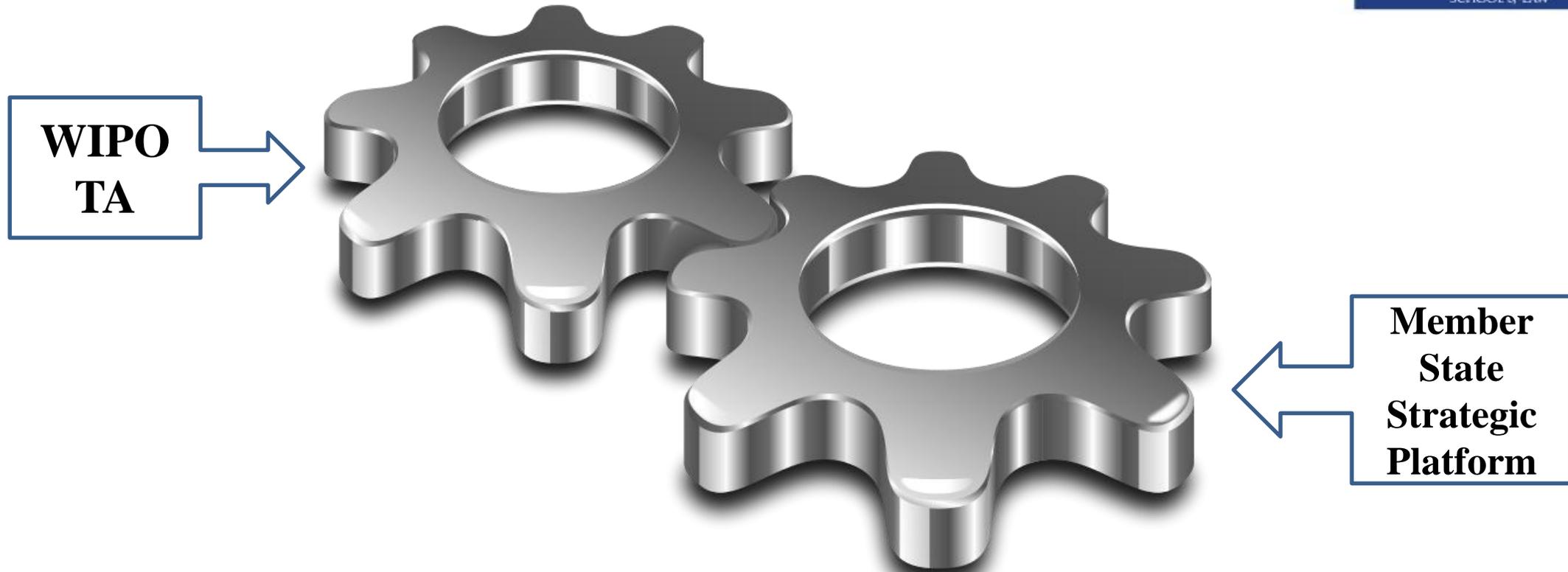
WIPO Development Agenda

The specific objectives of the transfer of appropriate technology include:

- 1. To facilitate greater use of appropriate technical and scientific information in addressing nationally identified needs for the achievement of the development goals;**
- 2. To transform national knowledge, skills and build institutional capacity in the use of technical and scientific information for identified development needs; and**
- 3. To coordinate the retrieval of appropriate technical and scientific information and provide appropriate expertise in those technical areas for the application of the appropriate technology in a practical and effective manner.**

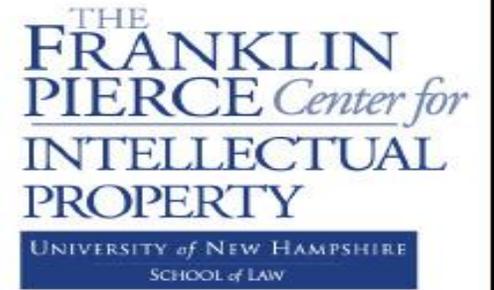
(CDIP Twenty-Third Session Geneva, May 20 to 24, 2019)

WIPO Development Agenda



Strategic Application (Delivery) of WIPO's Technical Assistance to Accelerate Innovation-Driven Development

Accelerated Innovation-Driven Development



**Important/Urgent Need for Accelerated
Innovation-driven Development**

Accelerated Innovation-Driven Development

**Now in the 21st Century;
accelerated economic
diversification and
development is crucial
for the emerging
economies: rapidly
emerging global
innovation marketplace.**



Accelerated Innovation-Driven Development

21st Century Increasingly Driven by Knowledge-Based, Innovation-Driven Development



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**Keith E. Maskus,
“Economic Development
and Intellectual Property
Rights: Key Analytical
Results from Economics,”
in Peter Menell and David
Schwartz, editors, *The
Economics of Intellectual
Property Law: Volume 2
Analytical Methods*,
(London: Edward Elgar),
2018, in press.**



Accelerated Innovation-Driven Development

For most developing economies, *incoming international technologies* are the primary source of new information, productivity gains, and economic growth. *International technology diffusion* is therefore a major determinant of global technical change and increasing such flows is a critical part of economic development policy. It is equally vital to adapt *technologies to local conditions* and learn how to use and improve them. Countries seeking access to foreign technologies therefore build into their innovation systems the entire policy complex involving skill accumulation, investment, competition, R&D support, and IPRs.



Accelerated Innovation-Driven Development



Baldia, Sonia. "The transaction cost problem in international intellectual property exchange and innovation markets." *Nw. J. Int'l L. & Bus.* 34 (2013): 1-52.

Accelerated Innovation-Driven Development

Indeed, innovation in the 21st century is a highly interactive, multi-disciplinary process that involves cooperation among a growing and diverse network of organizations and individuals across national borders. Such a partnering model is referred to as “**networked**” or “**open**” innovation.

Accelerated Innovation-Driven Development



Stevens, Ashley J. "An emerging model for life sciences commercialization." *Nature biotechnology* 35, no. 7 (2017): 608.

Accelerated Innovation-Driven Development

[In] natural-resource-rich economies, where money is available, **the skills needed to manage the risks of investing in technology development are frequently absent.** Resource rich economies have little experience in managing market risk—there is no market risk in oil, gas or mineral projects. There is certainly technical [and pricing] risk ... but markets for the products exist. As a result, **technology investment pools in such countries are frequently mismanaged.**

ASPAC Challenges

Asia-Pacific Region

**Inertial forces
forestalling
innovation-driven
development**



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ASPAC Challenges

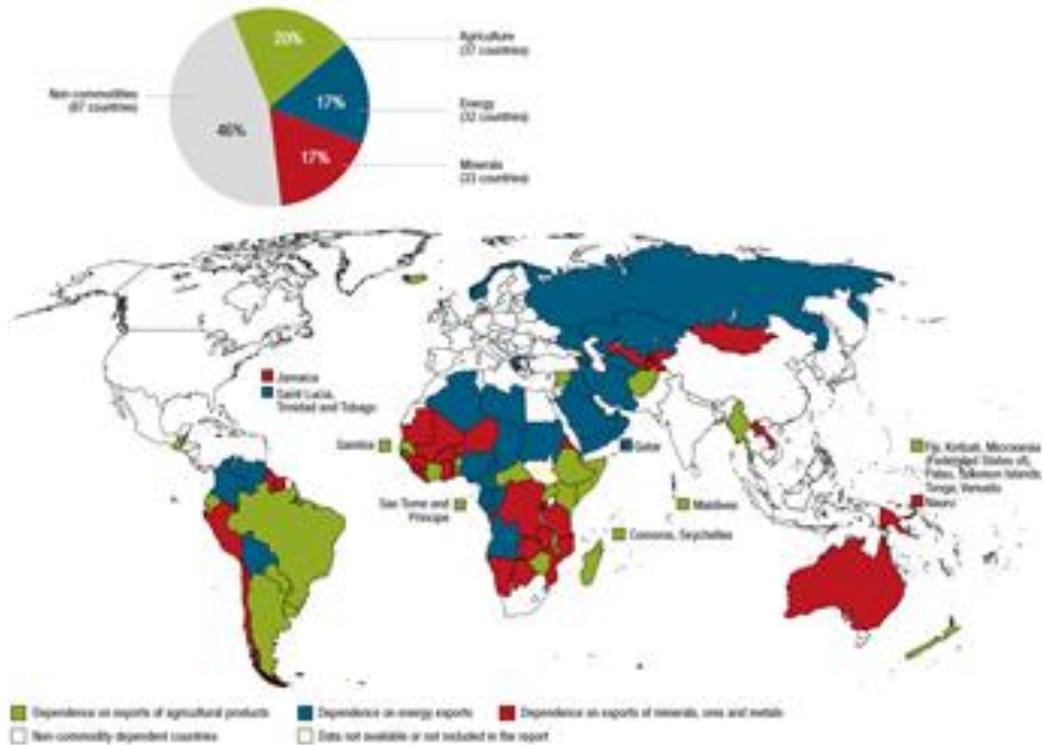
Resource curse



The resource curse, or resource trap, is a paradoxical situation in which countries with an abundance of natural resources (petroleum, minerals, agriculture) experience stagnant economic growth or even economic contraction.

ASPAC Challenges

Resource curse



Patent applications and grants by origin

A17. Equivalent patent applications by origin, 2018



Note: Patent filing activity by origin includes resident applications and applications filed abroad. The origin of a patent application is determined by the residence of the first named applicant. Applications filed at regional offices are considered equivalent to multiple applications in the relevant member states. See the glossary for the definition of equivalent application.

Source: WIPO Statistics Database, August 2019.

ASPAC Challenges

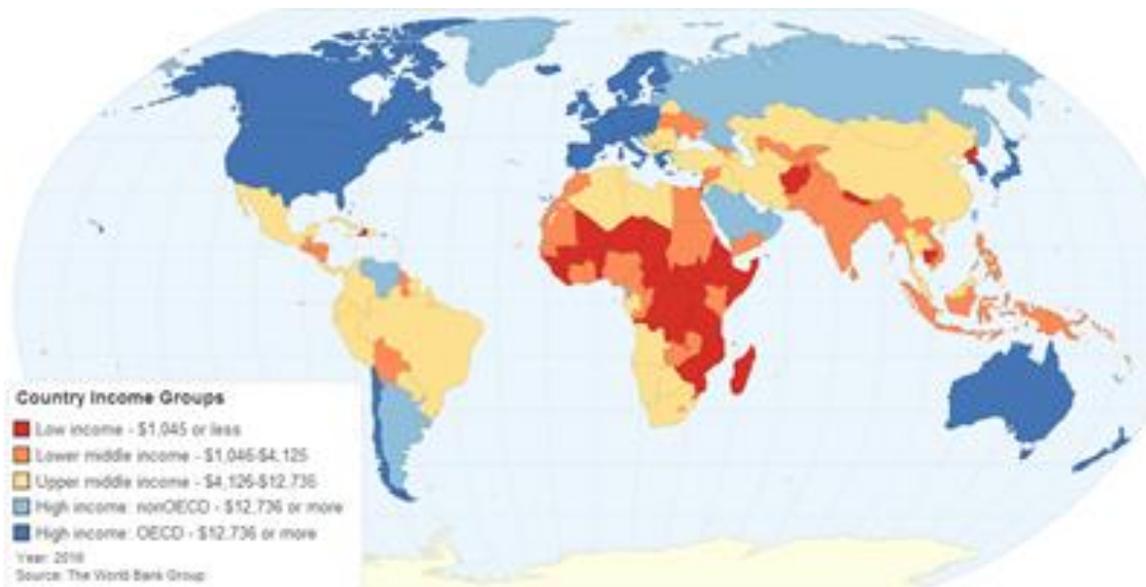
Middle income trap



The challenge is to move from resource-driven growth that is dependent on cheap labor and capital to growth based on knowledge innovation, technology transfer and intellectual property.

ASPAC Challenges

Middle income trap



Patent applications and grants by origin

A17. Equivalent patent applications by origin, 2018



Note: Patent filing activity by origin includes resident applications and applications filed abroad. The origin of a patent application is determined by the residence of the first named applicant. Applications filed at regional offices are considered equivalent to multiple applications in the relevant member states. See the glossary for the definition of equivalent application.

Source: WPO Statistics Database, August 2019.

The traditional growth paradigm in developing countries of labour-intensive manufactured exports seems to have reached its limits. (OECD (2018))

ASPAC Challenges

The resource curse and middle-income trap predominate and thereby hinder and delay investment in strategic innovation development.

ASPAC Challenges

**But can't we wait until
later in the century to
finally get around to this?**



ASPAC Challenges

NO



ASPAC Challenges Fragile/Failed States



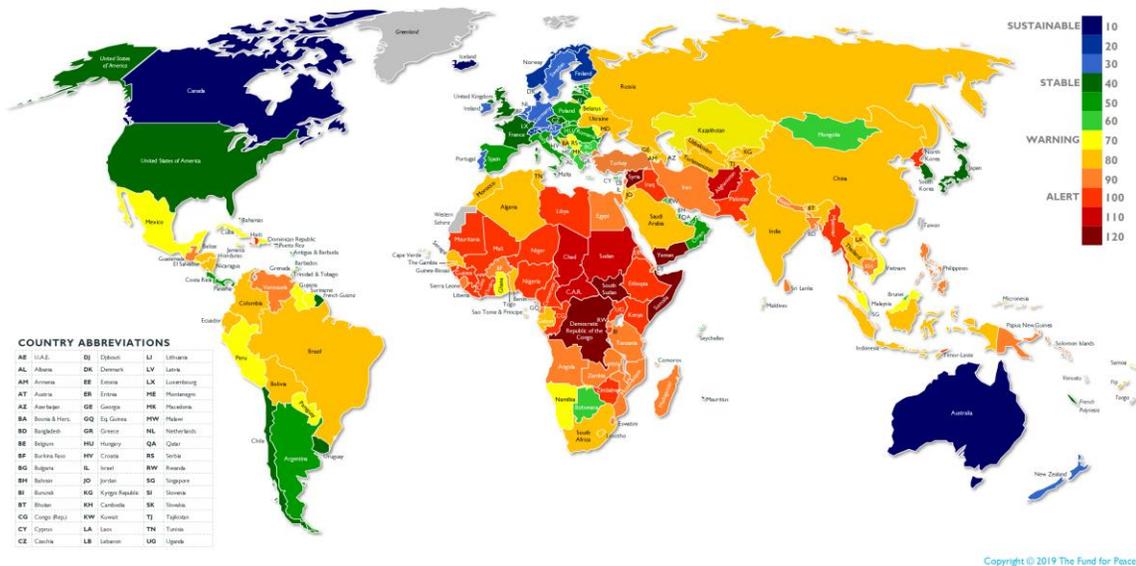
States' vulnerability to conflict or collapse, poverty and migration. Impact can be regional or global.

ASPAC Challenges

Fragile/Failed States



THE WORLD IN 2019



Patent applications and grants by origin

A17. Equivalent patent applications by origin, 2018



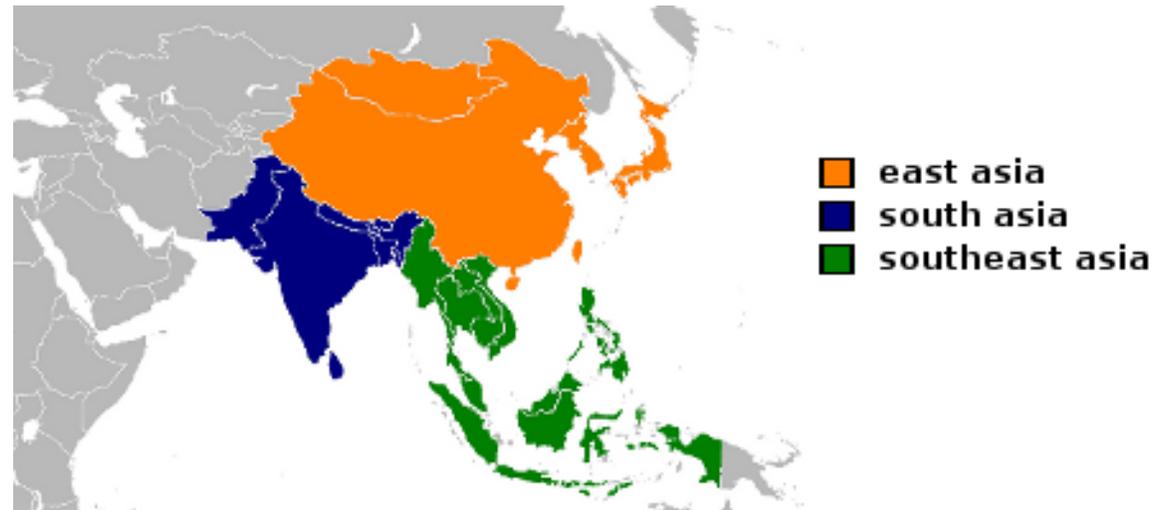
Note: Patent filing activity by origin includes resident applications and applications filed abroad. The origin of a patent application is determined by the residence of the first named applicant. Applications filed at regional offices are considered equivalent to multiple applications in the relevant member states. See the glossary for the definition of equivalent application.
Source: WIPO Statistics Database, August 2019.

Erosion of legitimate authority to make collective decisions;
Inability to provide reasonable public services;
Loss of physical control of its territory or a monopoly on the legitimate use of force;
Inability to interact with other states as a full member of the international community.
<https://fragilestatesindex.org/>

ASPAC Challenges

Examples of Countries from the Asia Pacific Region

- **Indonesia**
- **Philippines**
- **Vietnam**
- **Korea**



Examples of Countries from the Asia Pacific Region

➤ Indonesia



ASPAC Challenges

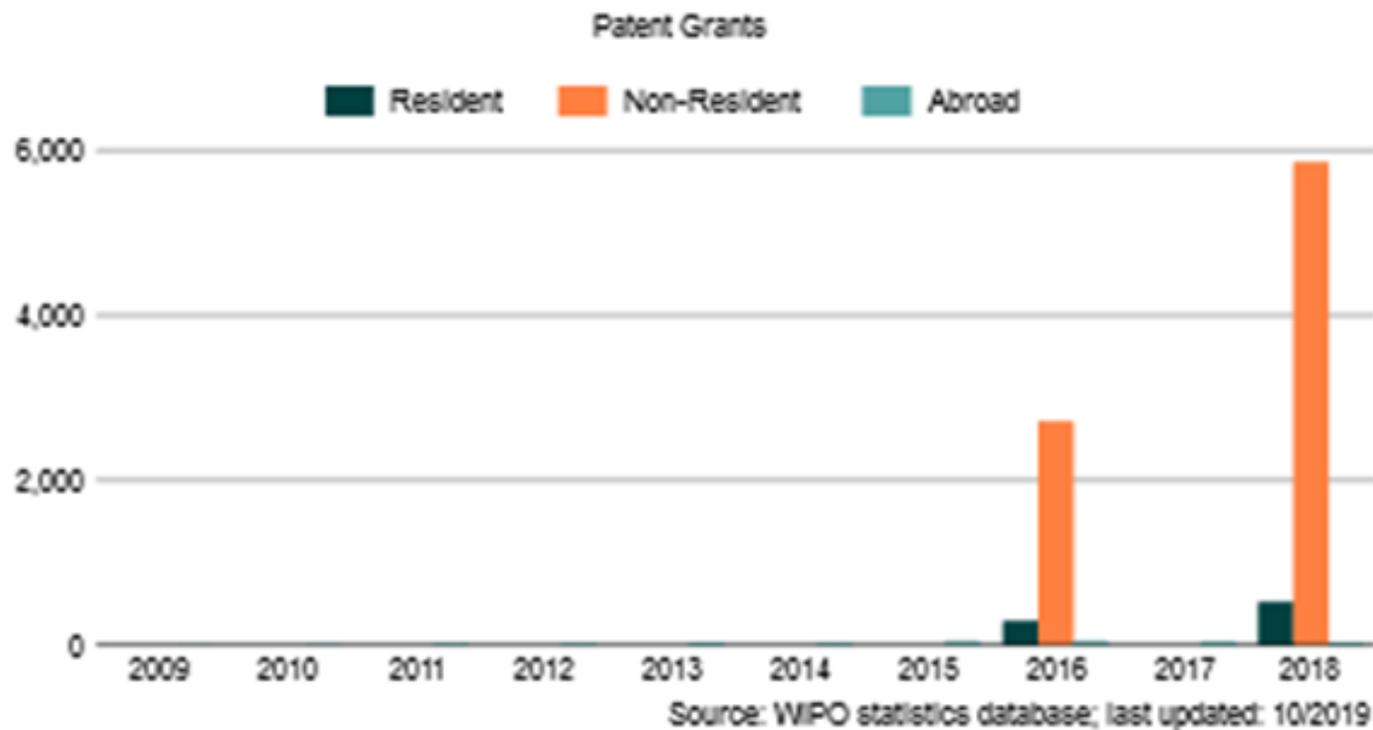
But who are the
top IP owners in
Indonesia?

Hint: It is not the Indonesians. ☹️

ASPAC Challenges

Countries		Applicants	
Name	No	Name	No
Indonesia	134,964	QUALCOMM INCORPORATED	3,212
PCT	13,213	HONDA MOTOR CO., LTD.	1,631
Source: PatentScope		UNILEVER N.V.	1,383
		HALLIBURTON ENERGY SERVICES, INC.	1,107
		BASF SE	1,027
		KAO CORPORATION	982
		NIPPON STEEL & SUMITOMO METAL CORPORATION	936
		NOVARTIS AG	929
		QUALCOMM INC	880
		NESTEC S.A.	866

ASPAC Challenges



Indonesia Patenting

Examples of Countries from the Asia Pacific Region

➤ Philippines



ASPAC Challenges

But who are the
top IP owners in
The Philippines?

Hint: It is not the Filipinos. ☹️

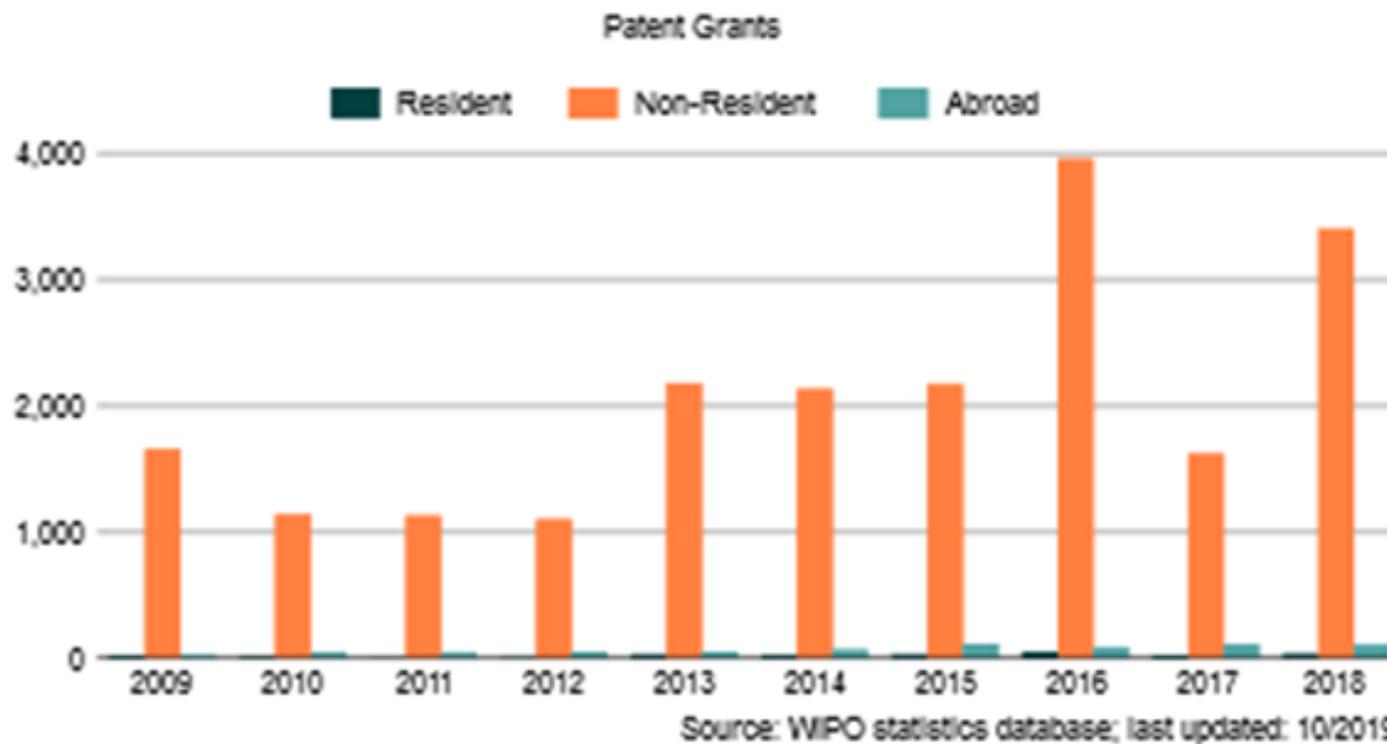
ASPAC Challenges

Name	No
PCT	37,156
Philippines	26,004

Source: PatentScope

Name	No
NESTEC S.A.	1,278
QUALCOMM INCORPORATED	1,076
NOVARTIS AG	954
COLGATE-PALMOLIVE COMPANY	920
UNILEVER PLC	702
UNILEVER N.V.	681
PHILIP MORRIS PRODUCTS S.A.	652
F. HOFFMANN-LA ROCHE AG	638
BOEHRINGER INGELHEIM INTERNATIONAL GMBH	626
ASTRAZENECA AB	522

ASPAC Challenges



Philippines Patenting

ASPAC Challenges

Examples of Countries from the Asia Pacific Region

➤ Vietnam



ASPAC Challenges

But who are the
top IP owners in
Vietnam?

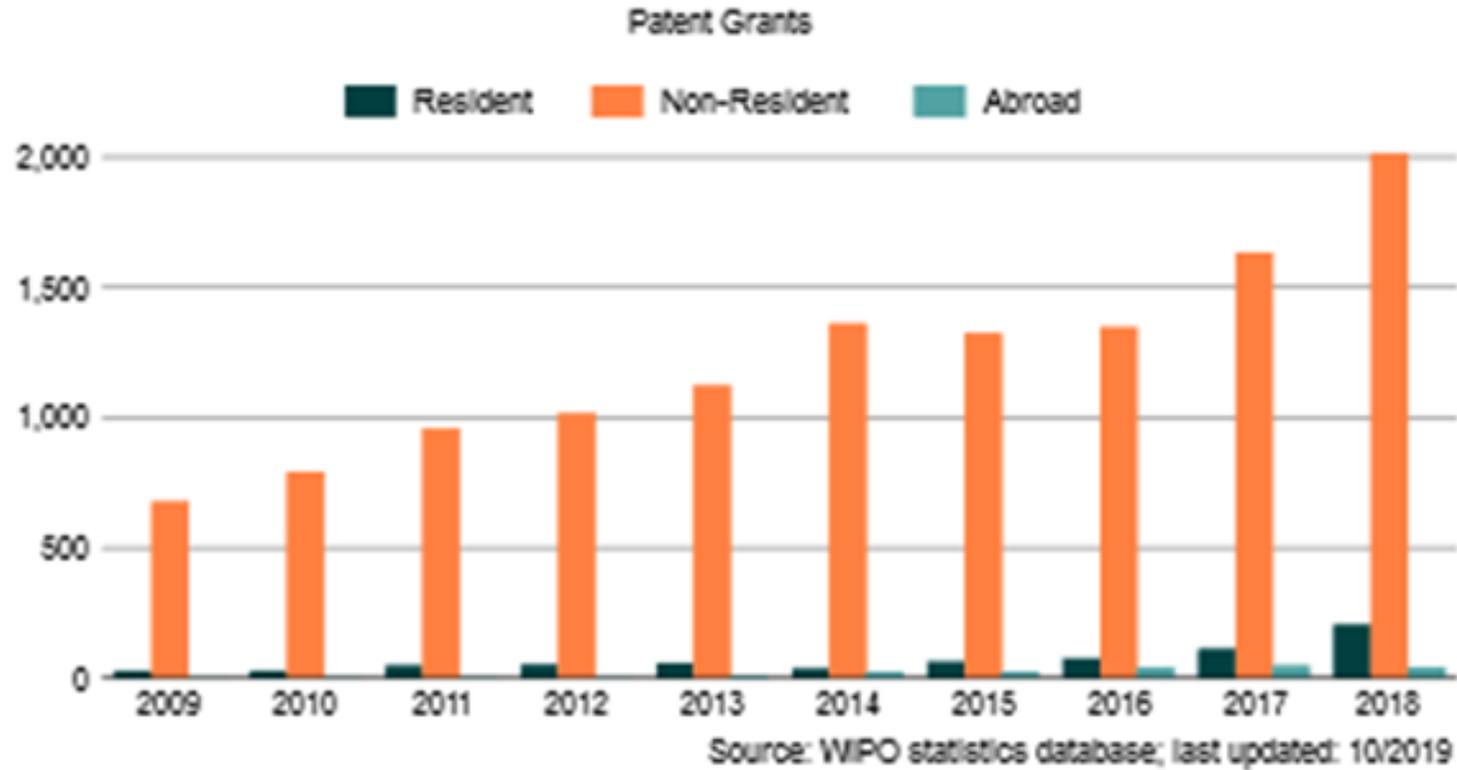
Hint: It is not the Vietnamese. ☹️

ASPAC Challenges

Applicants

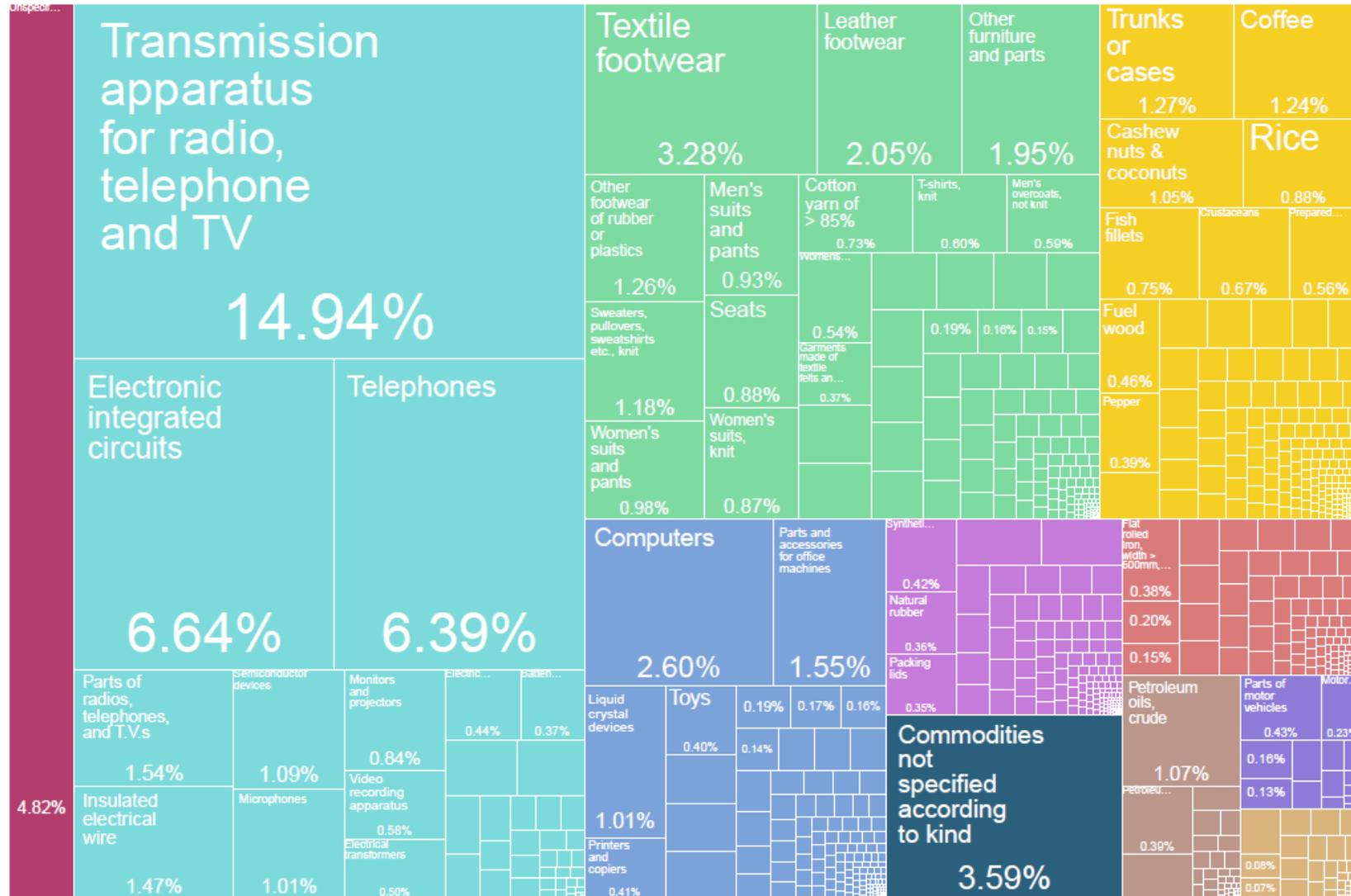
	Name	No
	HONDA MOTOR CO., LTD.	763
	QUALCOMM INCORPORATED	572
Countries	THE PROCTER & GAMBLE COMPANY	487
Name	NOVARTIS AG	459
No	SAMSUNG ELECTRONICS CO., LTD.	427
Viet Nam 59,938	UNILEVER N.V.	419
PCT 25	Yamaha Hatsudoki Kabushiki Kaisha	414
Source: PatentScope	SONY CORPORATION	405
	HONDA GIKEN KOGYO KABUSHIKI KAISHA	351
	Qualcomm Incorporated	297

ASPAC Challenges



Vietnam Patenting

\$272B



ASPAC Challenges

What did Vietnam export 2017

ASPAC Challenges

Examples of Countries from the Asia Pacific Region

➤ **Korea**



ASPAC Challenges

But who are the
top IP owners in
Korea?

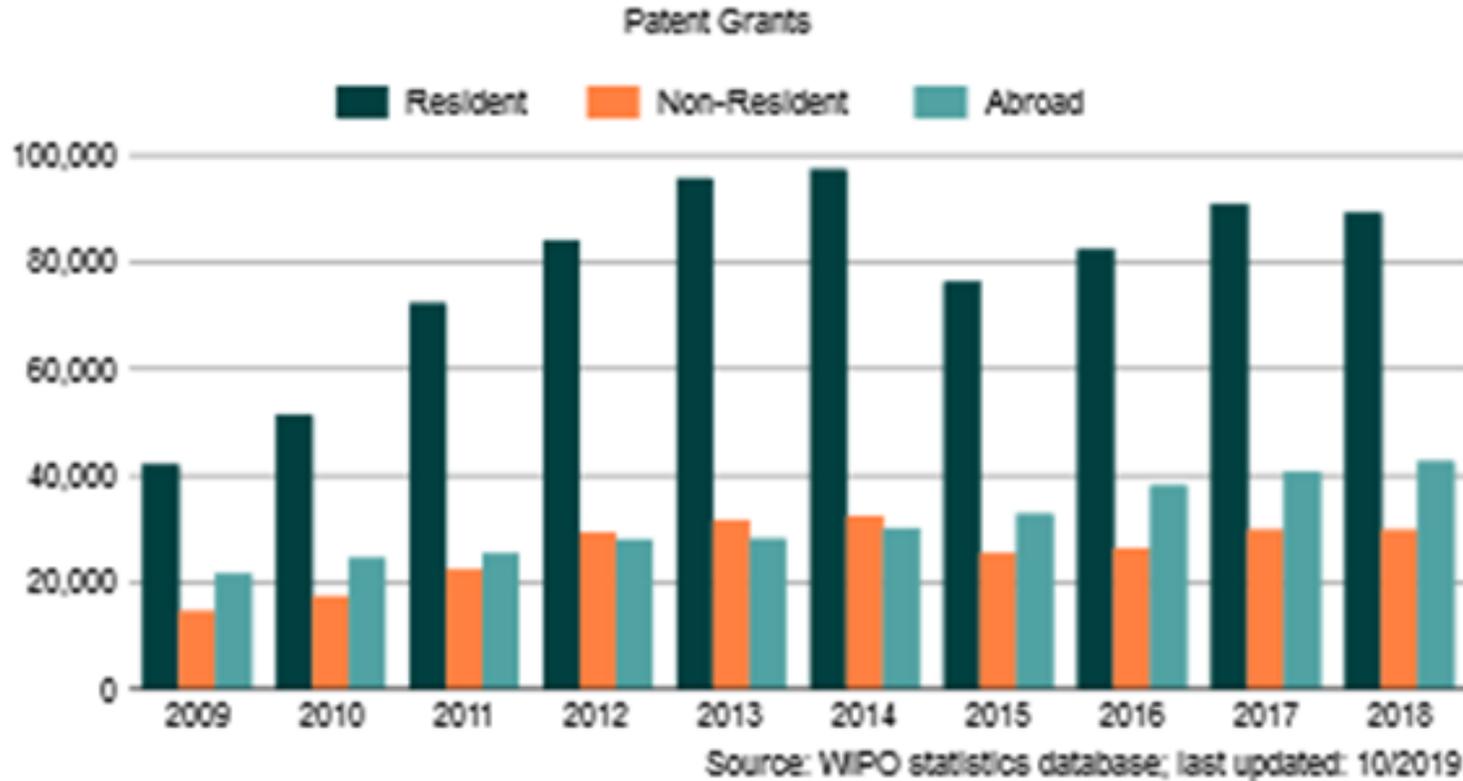
Hint: It is the Koreans. 😊

ASPAC Challenges

Countries		Applicants	
Name	No	Name	No
Republic of Korea	4,191,190	SAMSUNG ELECTRONICS CO., LTD.	164,186
PCT	490,993	SAMSUNG	129,468
		LG ELECTRONICS INC.	106,805
		LG	91,602
		HYUNDAI MOTOR COMPANY	55,592
		HYUNDAI	46,676
		Yoon Jong-yong Samsung Electronics Co., Ltd.	44,609
		HYNIX SEMICONDUCTOR INC.	44,020
		Kwangho Samsung Electronics Co., Ltd.	34,423
		Bae Soon-Hoon Daewoo Electronics Co., Ltd.	30,239

Source: PatentScope

ASPAC Challenges



Korea Patenting

**There is No Choice: The World is Moving Fast...
With or Without You!**
**Catching up is difficult. It means learning how to
run faster than the competitors (who are already
running quite rapidly)**

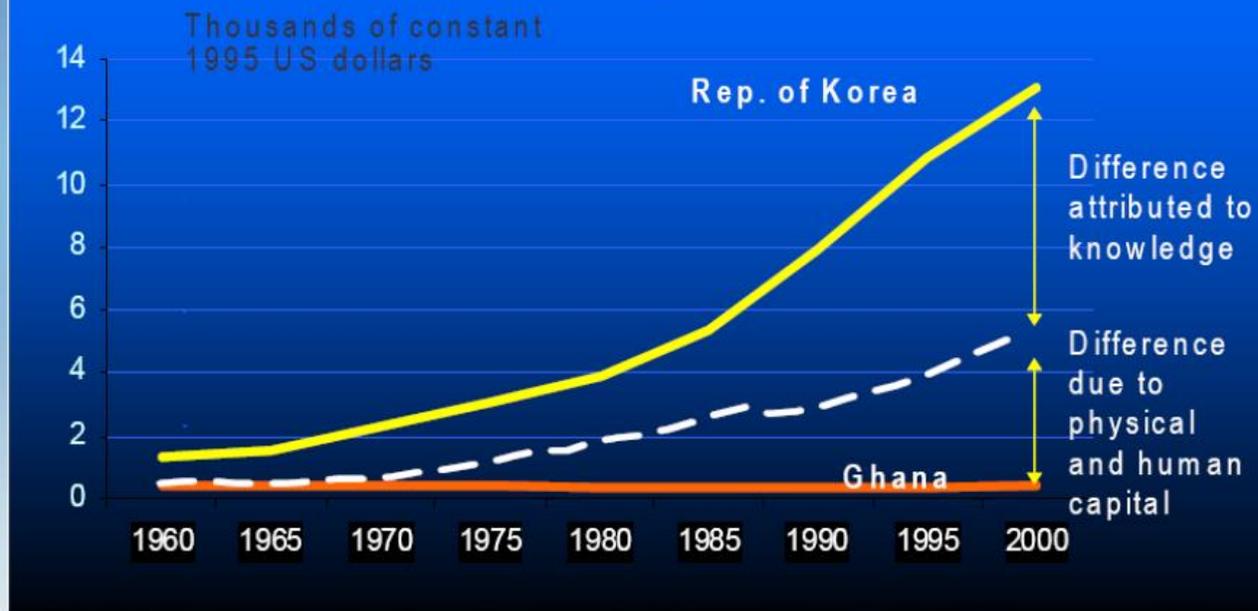


ASPAC Challenges

Courtesy Dr.
Al Watkins,
World Bank

But Many Countries Are Not Yet Running Fast Enough!!

Knowledge makes the Difference between Poverty and Wealth...



ASPAC Challenges

Courtesy Dr.
Al Watkins,
World Bank



IPR Paradigms

Four Intellectual Property Rights Paradigms

IPR Paradigms

IP as a barrier?



IP as a barrier?

- Patent Monopolies
- Patent Thickets
- Compulsory Licensing
- Blocked Access to Medicines
- Blocked Access to Environmentally Sound Technologies
- MNC Global Domination of Innovation Markets





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IP as a weapon?

The troll
attacks businesses
using an arsenal
of attorneys and
vague software
patents.



It has an
immunity to patent
lawsuits because
it makes no
products.



PATENT TROLL
Nonpracticing Entity
(It doesn't actually make anything)



The troll's
primary weapon
is the threat of
massive legal fees.

IP as a weapon?

IPR Paradigms

IP as a
Windfall?



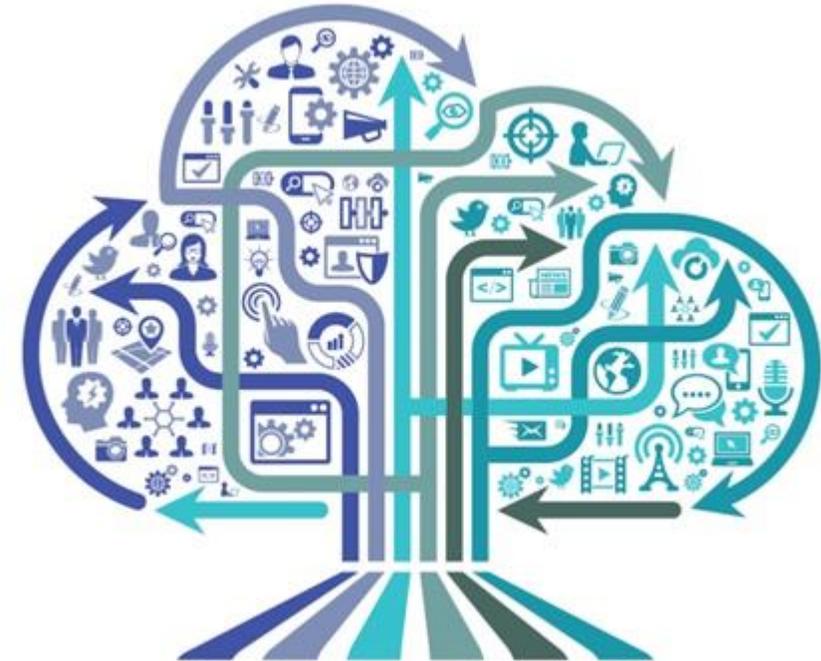
IPR Paradigms

**The “Money Truck”
Fallacy – a Patent is not
a Printing Press for
Money**



IPR Paradigms

Or, IP as part of a system?



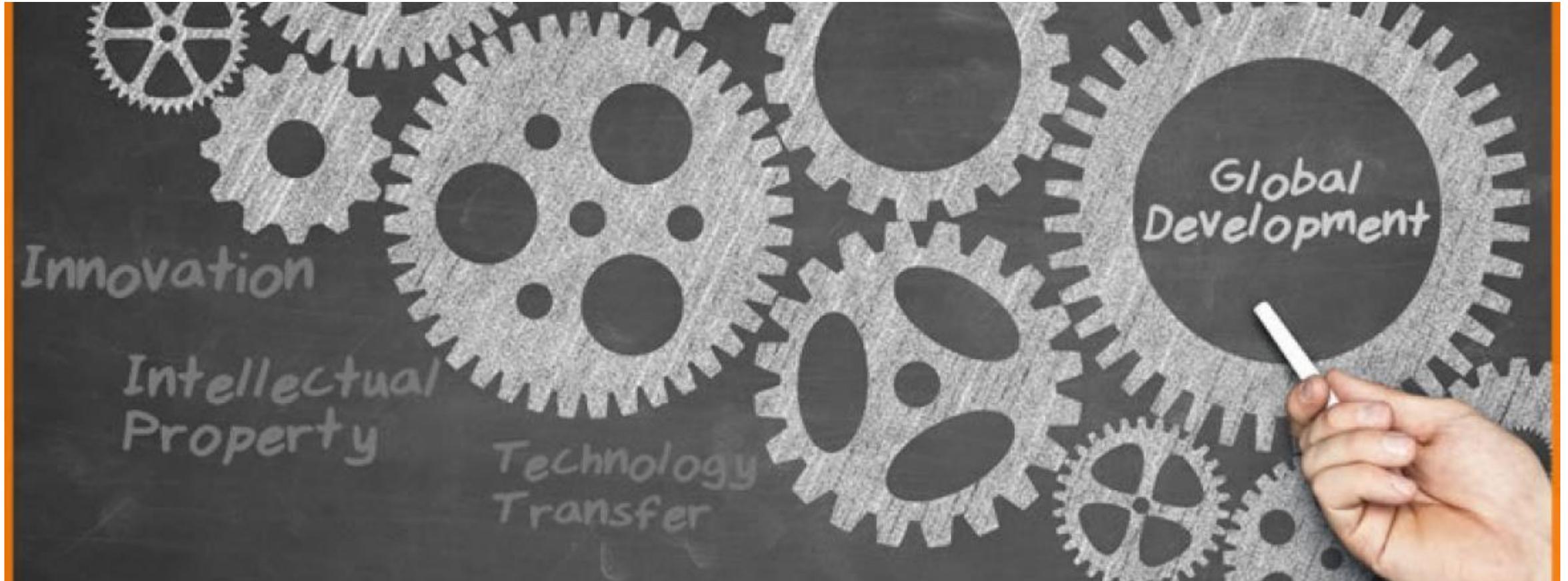
IPR Paradigms

IP as part of a system?

- IP Rights as Incentives
- IP Rights as Transaction Mechanism for Technology Transfer (system of transferable property rights)
- IP Rights and Open Innovation Paradigm (Technology Assembly)
- IP Rights as an Investment
- IP Rights as a Means to Enter Global Markets
- Patent Information as Driver of Innovation



project
coding
design
application
seo
systems analysis
technology
web
platform
information
algorithm
ideas
documentation
bug
layout
incremental
programmer
implementation
architecture
update
source
maintenance
network
planning
structured
feature
program
standard
engineer
embedded
users
architecture
database
analysis
processes
library
requirements
framework
support
prototyping
page
language
tasks
traffic
usability
developing
structure
optimization
computing
team
solution
development
testing
security
developer
systems



Development Paradigms:

What is the objective?

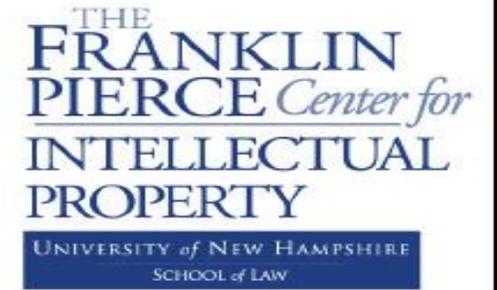
1) Accelerate establishment of globally connected innovation ecosystem ...

Or

2) Make money from IP “riches”?



Innovation Driven Development



Intellectual Property (IP) or Innovation Driven **Development**

Innovation Driven Development

Developing
Countries are
(primarily)
consumers,
not generators,
of innovation.



Innovation Driven Development

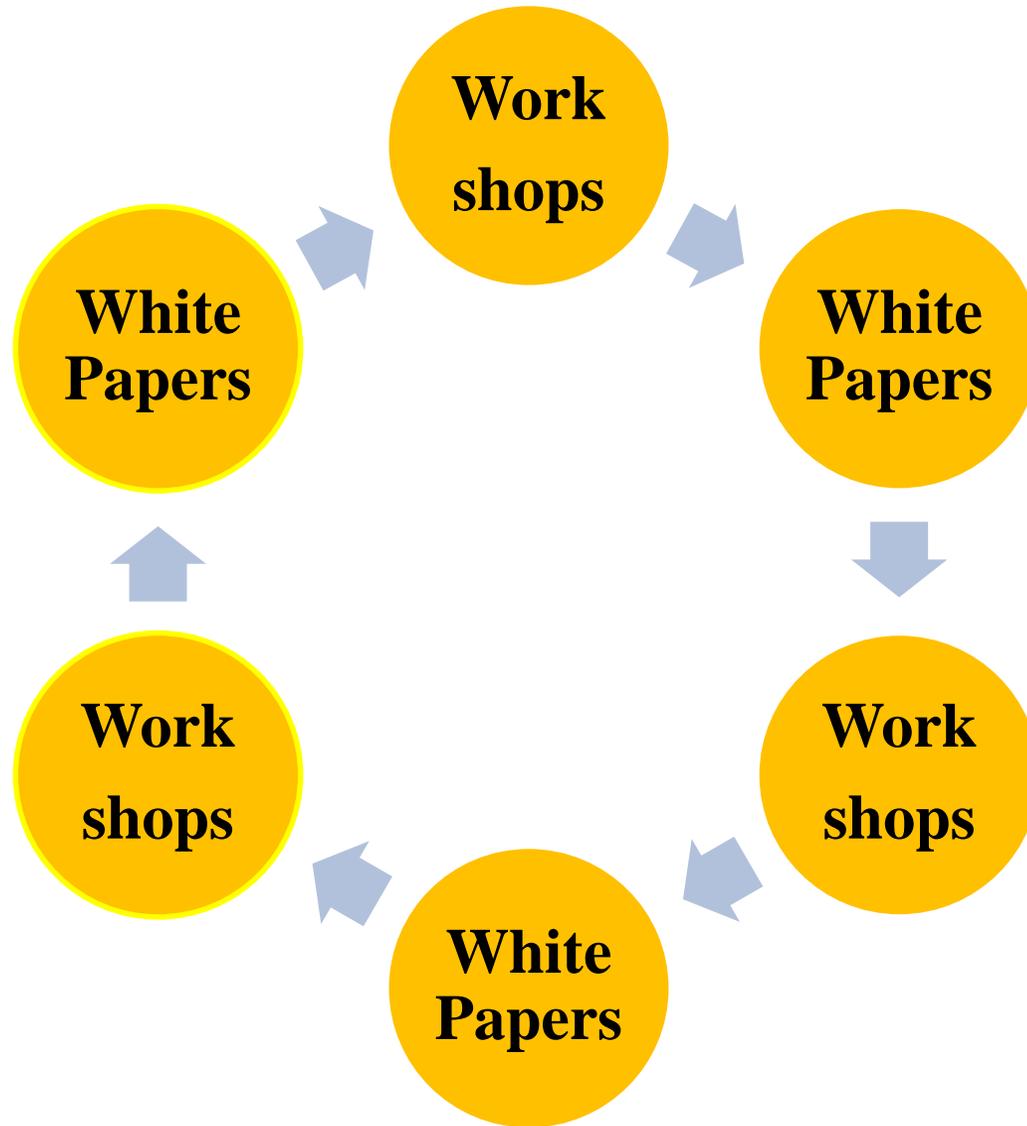
**IP-Driven Development
(to find IP to protect and
make \$\$\$)**

**Will not work if there is
no IP (nascent
innovation) in the first
instance.**

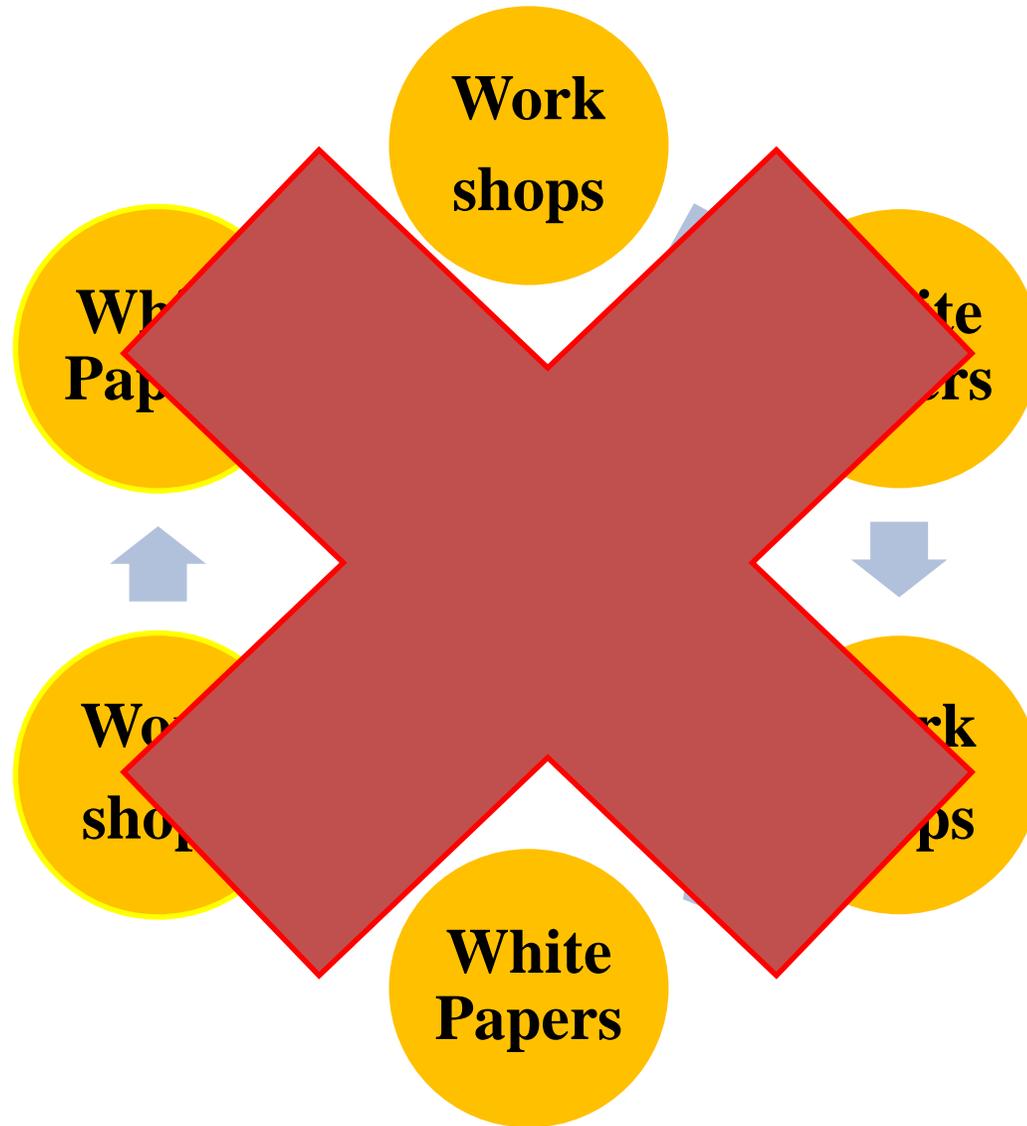
Futile Cycle.

Gotta find
an invention
to patent
and make
\$\$!

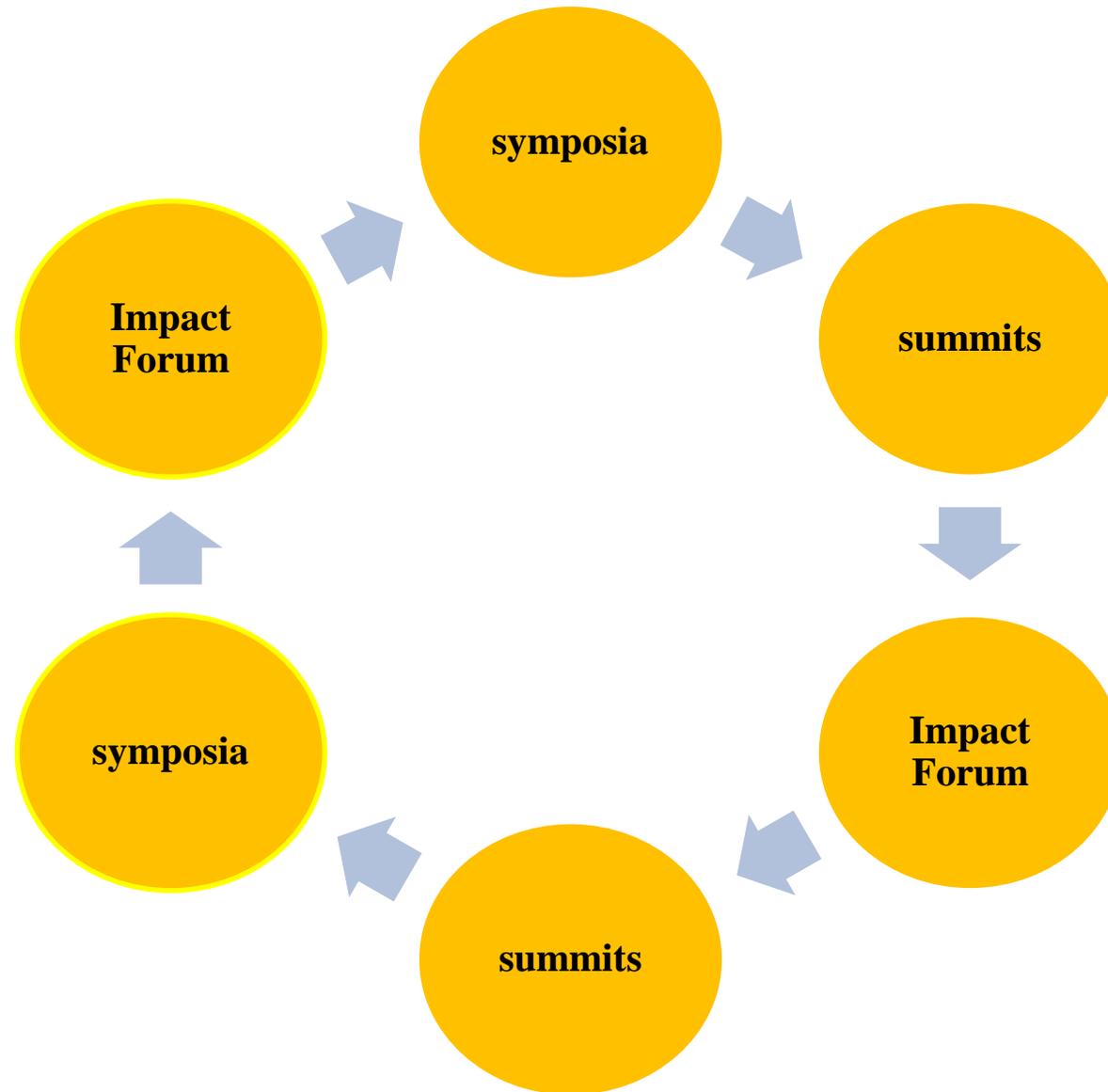




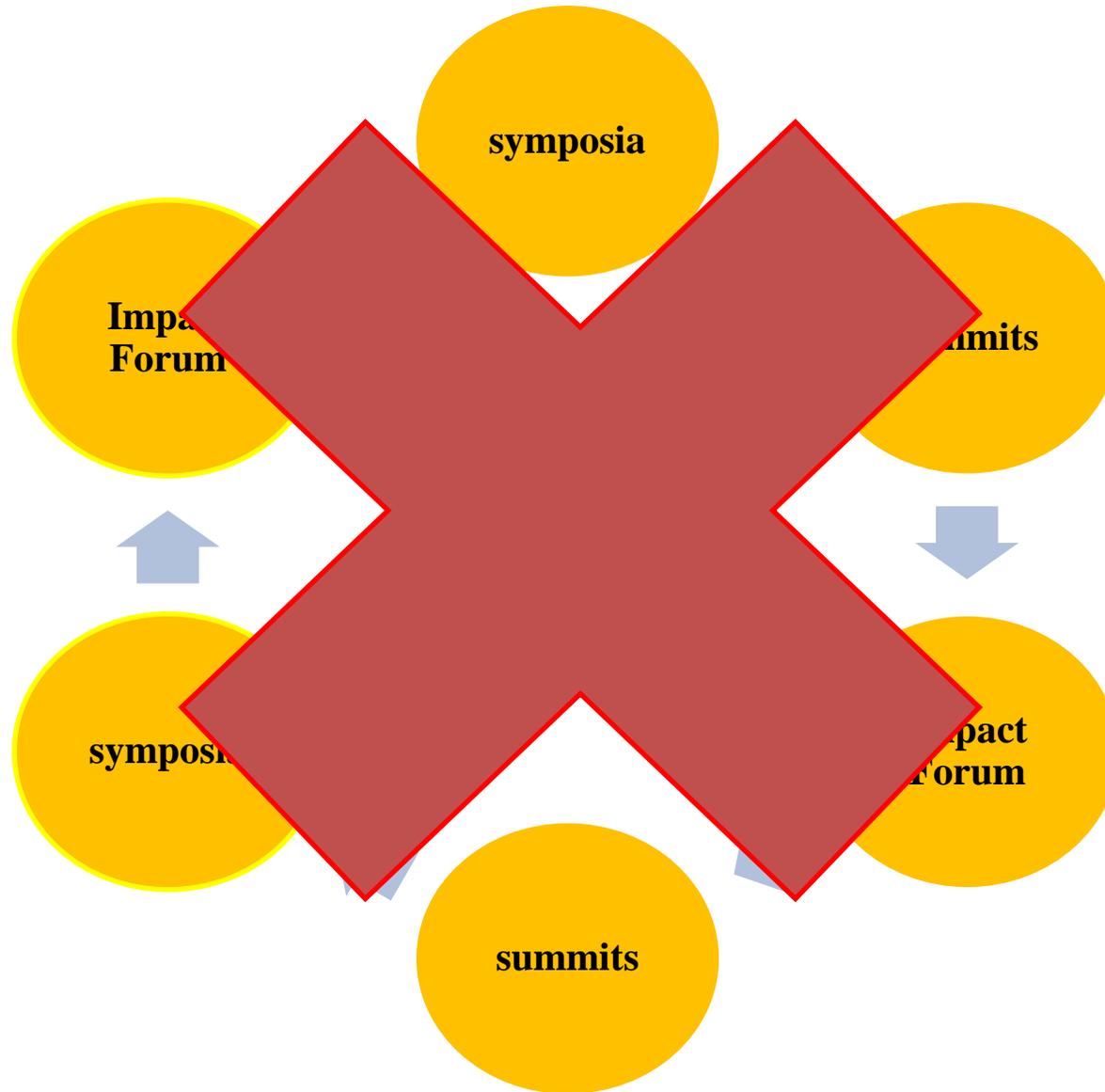
Innovation Driven Development



Innovation Driven Development



Innovation Driven Development



Innovation Driven Development

THAT'S SO 20TH CENTURY



**BUT IT'S NONE
OF MY COMMENTING.**

imgflip.com

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Innovation Driven Development

Innovation Driven Development



25 Years of
Workshops and
White Papers!
Where's the
developing
country generated
IP?

Innovation Driven Development



It's not an IP problem. It's a development problem. Innovation is facilitated and fostered by IP, not vice versa!

Innovation Driven Development

Just one more
IP workshop
and we should
be all set!!



Need to focus on hard
work of innovation-
driven development,
and NOT IP-driven,
futile technical
training. Tail has
been wagging the dog
of 25 years!



Innovation Driven Development

IP is neither a commodity to be mined, drilled or harvested, nor a manufacture to mass produce for export.



Innovation Driven Development

**IP is a tool to
accelerate the efficient
and equitable
functioning of
innovation ecosystems.**



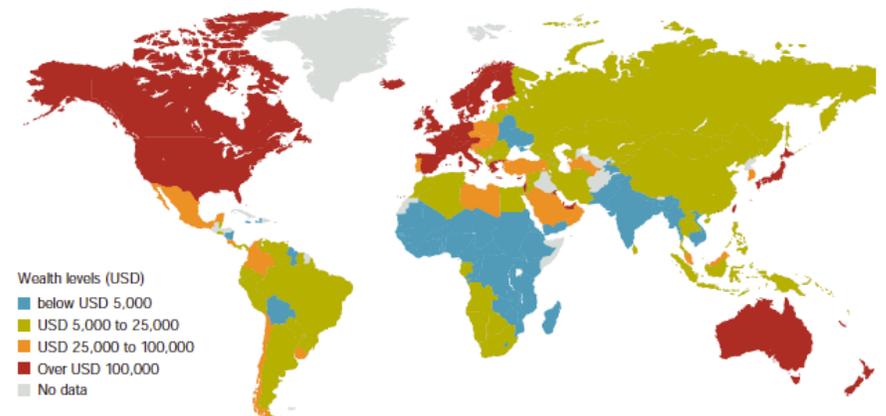
Innovation Driven Development

Assess, recognize and
accept
innovation/technology
development status of
country

Figure 4

World wealth levels 2013

Source: James Davies, Rodrigo Luberas and Anthony Storrocks, Credit Suisse Global Wealth Databook 2013



Innovation Driven Development

“IP as a policy exists to encourage investments in innovation.” WIPO DG Francis Gurry



Innovation Driven Development

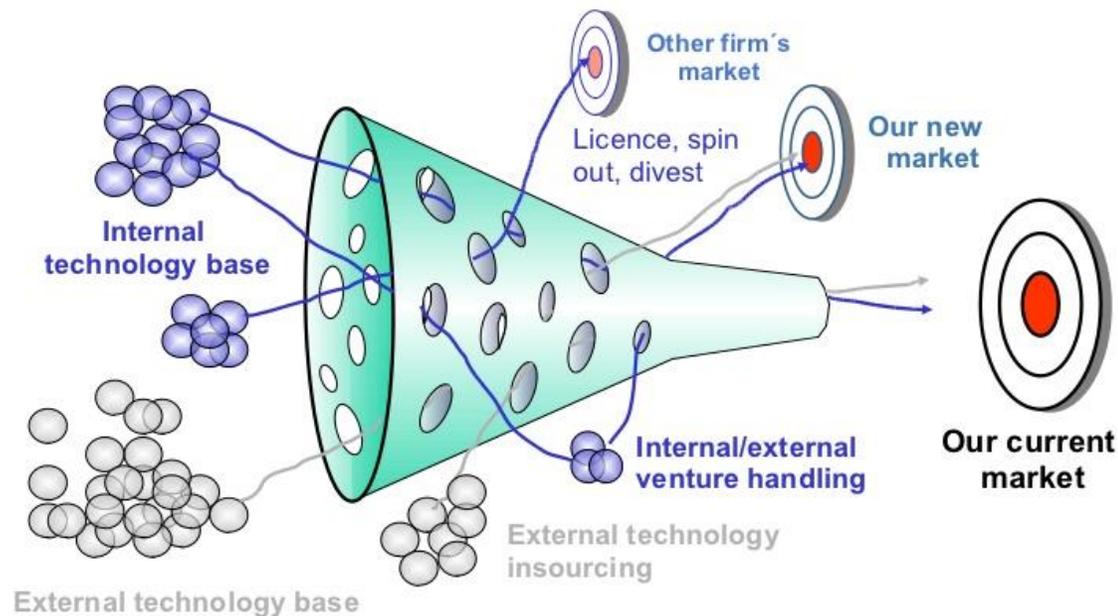
Therefore, focus on IP not only as means to protect and enforce rights, but as a tool to enable, accelerate and sustain innovation-driven development.



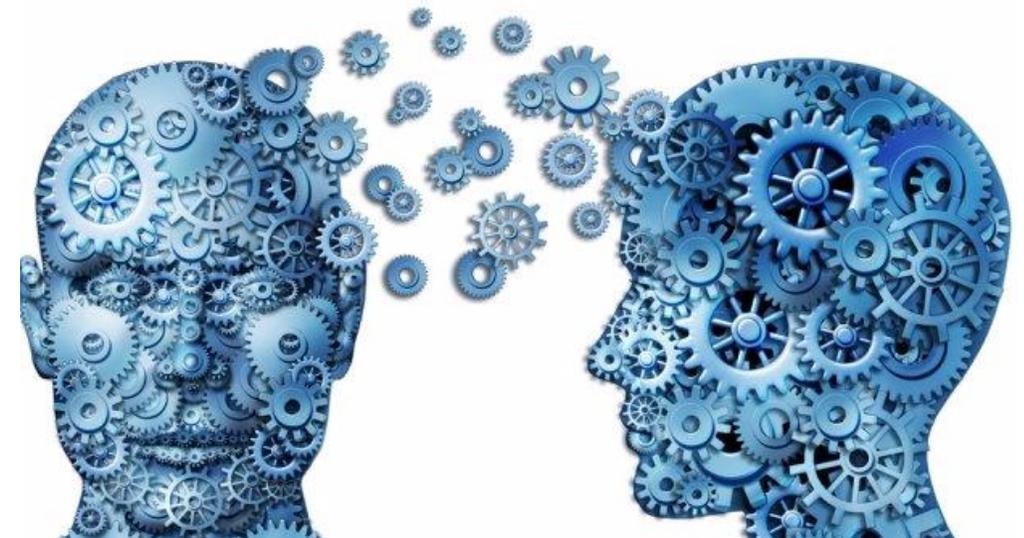
Innovation Driven Development

Open Innovation/Global Market

Open innovation



Henry Chesbrough, 2004



Innovation Driven Development

**Innovation-Driven
Development:
Connecting to the
Global Innovation
Market
Identifying
opportunities for
strategic
engagement.**



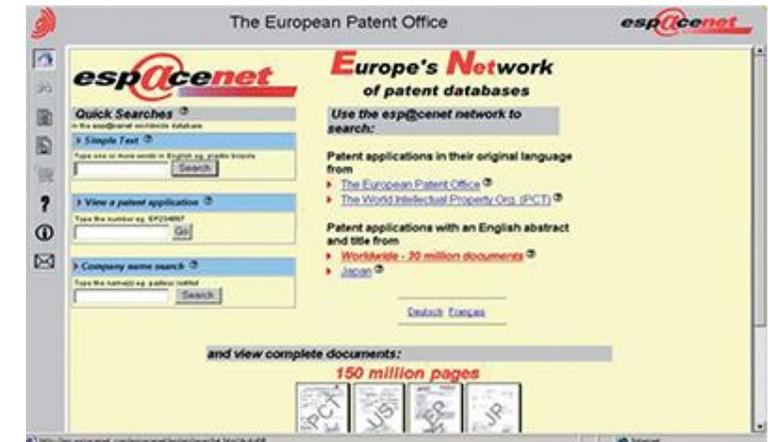
Innovation Driven Development

Institute realistic series of tactical steps, deliverables and benchmarks to implement strategic plan (avoid dreams of IP gold mines and Silicon Valley clones).

Innovation Driven Development

Role of IP:

- I. Facilitate Efficient Transactions
(e.g., licensing, collaborations)
- II. Create Value
- III. Protect Assets
- IV. Foster establishment of research
enterprise (innovation ecosystem)



Innovation Driven Development

WIPO TA Programs thereby efficiently and tactically delivered into member nation strategic innovation capacity building initiatives.



Innovation Driven Development

WIPO TA Programs, which are scarce assets, can thereby be invested and delivered with the greatest strategic impact in terms of development objectives (UN MDGs).



Innovation Driven Development

**Innovation-Driven
Therefore:
THIS (strategic TA delivery):**



Innovation Driven Development

**And ...
NOT THIS
(ad-hoc,
piecemeal,
willy-nilly
TA delivery):**



Strategic Capacity Building

**Longer term sustainable
system development:
Intellectual Property capacity
building**

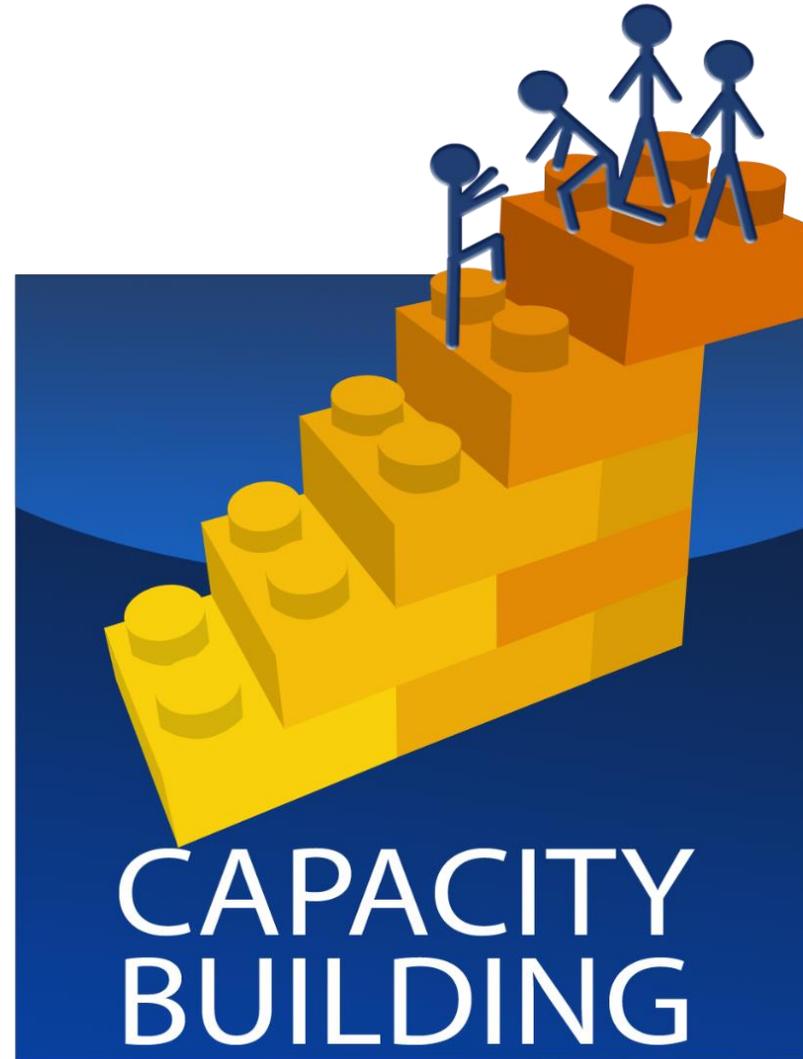


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Strategic Capacity Building

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WHAT IS “CAPACITY BUILDING”?

“Capacity consists of a party's ability to *solve its problems and achieve its objectives.* Capacity building aims to strengthen parties' ability to work together for their mutual benefit by *providing them with the skills and tools they need* to define problems and issues and formulate solutions.

– Michele Malise, 2010

AND ... WHAT IS “CAPACITY DEVELOPMENT”?

While '**capacity-building**' suggests building something new from the ground up, according to a pre-imposed design, '**capacity development**' is believed to better express an approach that builds on existing skills and knowledge, driving a dynamic and flexible process of change, borne by local actors.

[https://www.europarl.europa.eu/thinktank/en/document.html?reference=EPRS_BRI\(2017\)599411](https://www.europarl.europa.eu/thinktank/en/document.html?reference=EPRS_BRI(2017)599411)

Strategic Capacity Building

WHAT IS “CAPACITY BUILDING/DEVELOPMENT”?

Human capital

Institutions

**Institutional
infrastructure**

Global networks



Strategic Capacity Building

Human Capital: *How to do*

Institutions: *What to do*

Institutional Infrastructure: *Where to do*

Global networks: *Who to know*



Strategic Capacity Building

Human Capital:
the skills, knowledge, and
experience possessed by an
individual or population,
viewed in terms of their value
or cost to an organization or
country.

Strategic Capacity Building

Institutions:
**Rules and norms that are
developed to manage social,
economic and political systems.**

Strategic Capacity Building

Institutions:

Interactions and relationships among individuals and organizations, e.g., government, industry and university. (aka, “Triple Helix”)



Strategic Capacity Building

**Institutional Infrastructure:
The organizational structure
that serves as the hub or center
for implementing development
agendas and action plans.**

Strategic Capacity Building



Institutional Infrastructure: Technology Transfer Offices (TTOs)



THE TWO PATHS FROM LAB TO MARKET

1. Patenting and Licensing to Existing Companies

Patenting and licensing inventions to existing companies is more important than ever. Established companies have ready resources and existing market presence, so licensing to such companies is often the fastest way to

Strategic Capacity Building

Global Networks: Identifying, communication, collaborating in an open innovation ecosystem.



**Key for sustainable
success:**

**Strategic, systematic,
applicable IP education:
Technical training with
focus, purpose and goals
to advance innovation.**



Recommendations

**Prescriptive
Recommendations
for ASPAC Region :
Action Plan to
Accelerate
Development of
Sustainable
Globally-Networked
IP/Innovation Ecosystem**



Recommendations

**Action Plan:
Implementation of
Strategic Capacity
Building to Establish
Platform (think Airport)
for Efficient Delivery of
TA (think Aircraft)**



Recommendations

Establish a Center of Excellence for IP capacity building

Developing countries urgently need personnel trained in tech-transfer, IP management, information systems and related business, technical and legal disciplines.

This will require corresponding institutional infrastructure, both for immediate and then subsequent ongoing capacity and capability building.

Recommendations

Establish a Center of Excellence for IP capacity building



THE CENTER
OF EXCELLENCE

Recommendations

Use information strategically

Patent Litigation

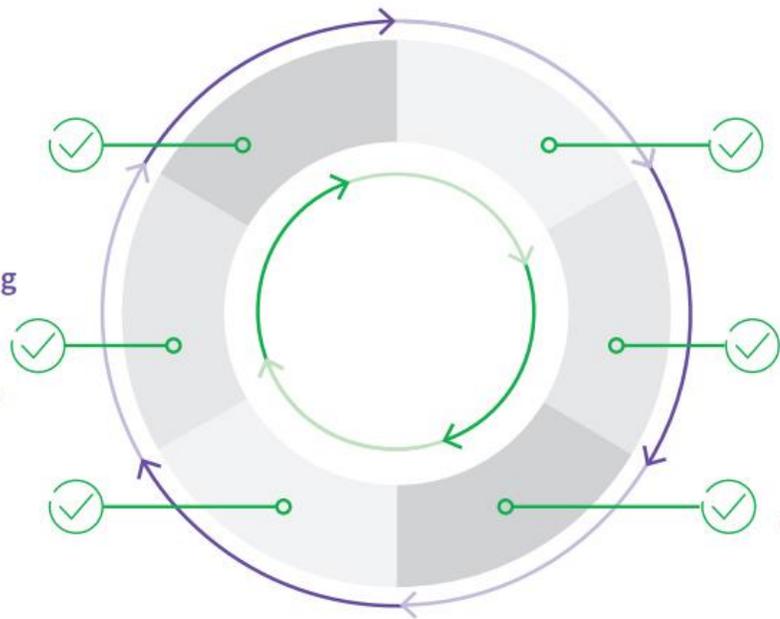
Quickly find the insights you need when defending against infringement suits

Monetization and Licensing

Leverage citation analytics to identify new opportunities for existing IP

Patent Prosecution

Reduce costs and improve patent grant rates



Innovation Landscape

Inform R&D spend with a comprehensive view of the innovation landscape

Competitive Intelligence

Identify new entrants that present a threat

Freedom to Operate

Undertake FTO searches with confidence, in less time



Recommendations

Strengthen Global networks



Recommendations

Prioritization of innovations of economic/societal appropriateness and importance

What's your bright idea?



IDEAS
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(USD) per project!



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"Innovation capacity and local innovations are
needed to address challenges specific to their
local contexts."

source: Innovation for Development, OECD, May 2012

UNEP, UNCTAD, UN Women, UN Women e-Library, UN Women e-Platform



WIPO Development Agenda

Development is a major undertaking. It cannot be achieved via ad-hoc, piecemeal, willy-nilly programs. It must be strategic, focused and sustained.



**WIPO TA Delivery: Strategic,
Coordinated, Focused, Efficient,
Sustainable for **Development****



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**THANK
YOU!**